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**HR and Psychology: Humanizing and HRM; Psychology in Organizational Excellence; Organizational Cognition**

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**Abstract**

*HRM can be considered to be responsibility of all those who manage people as well as a description of persons who are employed as specialists. It is that part of management that involves planning for human resource needs, including recruitment and selection, training and development. It also includes welfare and safety, wage and salary administration, collective bargaining and dealing with most aspects of industrial relations. The integration between the management of human resources and psychology is arguably the prime factor delineating HRM theory and practice from its more traditional personnel management origins. Selection of the personnel has long been recognized as a key activity within HR and this article seeks to explore the extent to which its practice provides evidence of such strategic alignment.*

**Keywords:** psychology, management, personnel selection, human resources, tests, Cognition

**Introduction**

Today Human Resource has become an integral part of the corporate world.No organization can function without Human Resource.Human Resource Management is a study that has emerged from a very old concept called Personnel Management. Since the bureaucratic age of Wage Administration around 1900's to the emergence of trade unions and subsequently, the concept of Personnel Management came into existence and this slowly gave raise to Human Resource Management.Now human Resource Management has expanded and grown into enormous proportion.The Human Resource function continues to evolve into an absolute science, with a strong influence of psychology.

If an organization is to achieve its goals, it must not only have the required resources, it must also use them effectively.The resources available to a manager are human, financial, physical, and informational. While human resources (HR) have always been critical to the success of any organization, they have assumed an increasingly greater importance that is being recognized inside and outside work organizations.Human resources departments typically include individuals with a wide variety and range of knowledge, skills, and abilities who are expected to perform job activities in a manner that contributes to the attainment of organizational goals.How effectively employees contribute to the organization depends in large part upon the quality of the HR program (including staffing, training, and compensation) as well as the ability and willingness of management--from the CEO to first-line supervisors--to create an environment that fosters the effective use of human resources.

Psychology plays a vital role in the beginning itself, for instance, when it comes to selection, recruiting and training employees, psychology is needed.Psychology will assist recruiters in choosing

the right employee. There are many psychological tools, which will check the employees' intelligence, his or her attitude and the way of thinking. When these factors are studied well, the organizing will end up having only the best of best employees, and eventually it will help the organization develop better. Presently there are Human Resource Development Psychologists who are ready to assist the organization to choose the right person and put him at the right place and at the right time!

There are many reasons why Human Resource Management has turned into a Psychology linked science. For instance, more and more organizations across the globe are highly dependent on skilled staff resources to function at the best level, and they also look out for higher performance. There is a huge growth in service sector in countries like India and United States. This growth of service sector has been extraordinary and it has actually overtaken the manufacturing sector by providing employment opportunities. Services like Information Technology or Information Technology enabled services, Rental, Telecom, etc., depend upon the most excellent human resources, that too the need is in large numbers. In order to make the employees grow, get motivated to take up challenging tasks, the management needs to know the in depth study of human psychology.

Organizations always expect good performances and modern organizations are highly developed and they have implemented complicated and advanced tools in order to study an individual's and the team performance. Tools such as Development Centre are all time popular where teams and individuals are given mock assignments and tests to handle various issues that will consequently show their weaknesses, strengths and the areas where the team and the individual needs to develop and improve. Hence, in order to do this, psychology is required. It will definitely help the organization to understand the employees and motivate them.

A major problem that affects organizations is the stress and pressure that falls on the employees, often many are forced to work late, and it has an adverse effect on the employees' health. Here is where psychology comes to the rescue, psychologists can offer counseling and help staffs to adjust to the changes and the new environment. Hence, psychology helps the organization and the employees face challenges and keeping work life smooth.

### **Role of Psychology in HRM**

- Psychology plays a very important role at the time of recruitment, taking disciplinary action or resolving disputes between employees.
- HR focus and expertise mainly lies in dealing with people. The essence of Human Resources lies in knowing the person in front of you. It is essential to observe their behavioral attributes and conduct oneself accordingly. Sure processes, competencies and technology come into play but really, it's all about people. So, it makes sense that the study of the human mind should fall within their area of expertise.
- Psychology not only illuminates the challenges we face in modern living, but it also provides some solutions. Understanding it's result can help the HR professional maximize the well-being and performance of his or her workforce. Seligman distinguishes between three types of happiness: pleasure, engagement, and meaningfulness. If people feel a strong sense of engagement or meaningfulness, they tend to be very happy. Pleasure provides a bonus for these people, but people who have only pleasure without engagement or meaningfulness are not as happy. The sense of engagement, which derives from using your strengths in your work, is probably the most relevant of these to HR. Placing the right employee in the right

position based on his or her strengths, and then building a sense of flow and engagement in work, not only boosts productivity but contributes to the loyalty and well-being of the worker.

- Psychologists often apply research to increasing workplace productivity, selecting employees best suited for particular jobs. People working in areas like teaching, training & development and marketing, are becoming more attracted to these courses. This allows them to broaden their horizons and to think in context about human behavior rather than burdening themselves with only management books. You don't need to go for an advanced degree, if you are a busy professional. Much of the related topics and knowledge is easily available online and by far accessible today.
- HR professionals are experts in maximising the potential and understanding the psychology of any organisation's most important assets – its people. Instead of seeking instantaneous gratification and multi-dimensional stimulation, let us re-visit being fully human - use that amazing mass of grey matter in our heads, cherish the engineering magnificence of our physical body, nurture our fragile yet valiant hearts, and reflect on that which is larger than ourselves that we can draw strength from and give freely to.

### **Organizational Cognition**

Cognition is a word that dates back to the 15th century, when it meant "thinking and awareness". Attention to the cognitive process came about more than eighteen centuries ago, beginning with Aristotle and his interest in the inner workings of the mind and how they affect the human experience. Aristotle focused on cognitive areas pertaining to memory, perception, and mental imagery. The Greek philosopher found great importance in ensuring that his studies were based on empirical evidence; scientific information that is gathered through observation and conscientious experimentation.

In psychology there is a group that focuses on cognitive processes to explain behavior. There is another group that focuses on environmental events and observed behavior without bringing the unobservable mental processes into the theory building.

Cognitive psychology is sufficiently popular today and many psychologists use concepts of cognitive psychology in their everyday use of psychology.

In the organization behavior literature also cognitive processes, theories and concepts are used to develop theories regarding behavior of persons in organizations.

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